

HOSPITAL STAFF WELL-BEING: EXAMINING WORKLOAD, DISTRIBUTIVE JUSTICE, AND THE MODERATING ROLE OF SOCIAL SUPPORT



Rizfiyah Desita Indriyani¹

Universitas Swadaya Gunung Jati, Cirebon, Indonesia
rizfiyah.121020058@ugj.ac.id

Fuji adiningsih²

Universitas Swadaya Gunung Jati, Cirebon, Indonesia
fuji.121020086@ugj.ac.id

Dedi Muhammad Siddiq³

Universitas Swadaya Gunung Jati, Cirebon, Indonesia
dedisiddiq@ugj.ac.id

James Tembo⁴

Macquarie Business School, Macquarie, University Sydney, Australia
james.tembo@mq.edu.au

Abstract

This study investigates the influence of workload and distributive justice on employee well-being, with social support examined as a moderating variable. Grounded in the Job Demands–Resources (JD-R) Model and Equity Theory, the research focuses on private hospital staff in Indramayu, Indonesia a high-pressure healthcare setting. A quantitative explanatory design was employed, using web-based self-report questionnaires completed by 178 respondents. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) version 4.0. The findings reveal that workload negatively and significantly affects employee well-being, while perceptions of distributive justice positively influence it. Furthermore, social support moderates both relationships by buffering the adverse effects of workload and amplifying the benefits of distributive justice. Employees who experience both fairness and strong social support tend to report higher psychological resilience and job satisfaction.

Keywords: Workload, Distributive Justice, Employee Well-Being, Social Support, Hospital Staff

INTRODUCTION

Employee well-being has become a central concern in contemporary organizational management, particularly within the healthcare sector, which is characterized by high-pressure work environments and emotional labor. Well-being refers to the fulfillment of employees' physical, emotional, and psychological needs during their professional roles, and is widely recognized as a critical driver of motivation, productivity, and retention (Ryan & Deci, 2001; Wilson, 2010). Organizations that fail to safeguard the mental health of their workers may experience reduced performance, higher turnover, and poor service outcomes (De Fátima Nery et al., 2016).

Among the key stressors affecting well-being in hospitals is excessive workload. When unmanaged, high job demands can lead to burnout, chronic stress, and a decline in both mental and physical health (Van der Doef & Maes, 1999; Adriaenssens, 2015). Furthermore, overburdened employees often suffer from impaired interpersonal relationships at work, affecting team performance and morale (Wazqar et al., 2017).

Another determinant of well-being is distributive justice, or the perceived fairness in how organizational rewards such as salaries, benefits, and recognition are allocated (Alamir et al., 2019). According to Equity Theory (Adams, 1965), employees are more satisfied and engaged when they believe their efforts are matched by appropriate outcomes. Conversely, perceptions of injustice can heighten work stress and reduce psychological well-being (Greenberg, 2004).

However, the extent to which these negative effects manifest may depend on the presence of social support. Support from supervisors, coworkers, and even family members serves as a protective buffer, improving emotional resilience and enhancing a sense of belonging (Putri et al., 2024; Gumus & Avci, 2024). The Job Demands–Resources (JD-R) model positions social support as a critical job resource that helps mitigate the effects of high job demands (Bakker et al., 2014).

Despite increasing scholarly interest in workload, fairness, and support mechanisms, limited research has examined their interplay in the context of private hospitals in developing regions such as Indramayu, Indonesia. These settings face unique challenges, including resource constraints, staff shortages, and inconsistent HR practices, making it imperative to understand how these variables affect employee well-being. Therefore, this study aims to examine the influence of workload and distributive justice on employee well-being, while assessing the moderating role of social support. The findings are expected to contribute both theoretically by expanding the JD-R and equity frameworks and practically by informing HR strategies to improve staff well-being in healthcare settings.

REVIEW OF LITERATURE

Workload

Workload refers to the amount, intensity, and complexity of tasks that employees are expected to complete within a specific period. It encompasses not only the physical tasks but also the emotional and psychological demands associated with the job (Meliani et al., 2024). In hospital environments, excessive workload is often linked to high stress, absenteeism, and burnout (Wahyuni et al., 2024). According to the Job Demands-Resources (JD-R) model, workload is a major risk factor for burnout when not counterbalanced by sufficient resources such as time, autonomy, or support (Bakker et al., 2014). Moreover, Hamzah, (2019) emphasized that task load should align with individual capacities to avoid

mental fatigue and performance decline. Thus, workload is a crucial predictor of employee well-being, particularly in high-pressure sectors like healthcare.

Distributive Justice

Distributive justice concerns employees' perceptions of fairness in the allocation of organizational rewards such as pay, recognition, and workload. Rooted in Adams' (1965) Equity Theory, this concept suggests that employees assess fairness by comparing their contributions and outcomes with those of others. When perceived as fair, distributive justice enhances job satisfaction and organizational commitment (Alamir et al., 2019). However, prior studies show mixed results; while some suggest a positive link between distributive justice and well-being (Gunduz Merve, 2020), others found the impact to be weak or context-dependent (Judge & Colquitt, 2001; Moliner et al., 2008). These discrepancies highlight the importance of examining this variable in specific organizational and cultural contexts, such as Indonesian private hospitals, which may exhibit unique patterns of reward distribution.

Employee Well-being

Employee well-being is a multidimensional construct involving physical health, emotional balance, job satisfaction, and overall life quality (Gallup, 2023; Rafsanjani Nurdiana, 2023). High levels of well-being are associated with increased productivity, retention, and organizational performance (Hejase et al., 2024). The psychological work environment, including perceived fairness and manageable workload, plays a pivotal role in sustaining well-being (Ryan & Deci, 2001). Organizations that fail to address these psychosocial factors risk employee disengagement and turnover. Therefore, employee well-being serves not only as an outcome variable but also as an indicator of effective human resource management.

Social Support

Social support refers to the emotional, informational, and instrumental assistance provided by coworkers, supervisors, or family members. It contributes to employees' sense of belonging, psychological safety, and resilience (Putri et al., 2024; Okojie et al., 2023). Within the JD-R framework, social support is classified as a job resource that can buffer the negative effects of job demands (Bakker et al., 2014). Prior research also shows that social support moderates the impact of stressors on well-being, particularly in high-demand environments like healthcare (Moeller & Catalano, 2015; Nahum-Shani & Bamberger, 2011). When present, it enhances motivation and reduces burnout by facilitating coping strategies and emotional regulation.

Workload on Employee Well-being

Theory and prior empirical research indicate that social support, distributive justice, and workload are significant factors that influence employee well-being, especially in the healthcare industry. These factors informed the design of this study. Within the framework of the Job Demands-Resources (JD-R) Model, Bakker et al., (2014) state that a heavy workload without sufficient supporting resources can result in burnout and a decline in psychological well-being. Additionally, Repetti (1993) noted that an overwhelming workload might result in chronic stress that affects mental and emotional well-being. In light of this, the following is the formulation of the first hypothesis:

H1: Workload is thought to negatively impact employees' well-being.

Distributive Justice on Employee Well-being

Employee well-being is significantly influenced by perceptions of fairness in the allocation of work results. According to Adams' (1965) Equity Theory, people will feel

content and successful if they believe that the rewards and contributions they have made are distributed fairly. Perceptions of injustice have been shown to raise work-related stress and lower psychological well-being (Greenberg, 2004). This is supported by a study by Gunduz (2020), which demonstrates that distributive justice enhances worker well-being. Consequently, the following second hypothesis is put forth:

H2: Distributive justice is hypothesized to have a positive effect on employee well-being
Social Support as a Moderator of the Effect of Workload on Employee Well-Being

Workload is frequently a significant cause of stress that can have a detrimental effect on employees' well-being in demanding work environments like hospitals. Social support, however, has been demonstrated to act as a protective barrier against this kind of stress. Social support from superiors or coworkers can boost self-confidence, provide employees a sense of security, and fortify their emotional resilience when dealing with challenges at work, claim Moeller and Catalano (2015). According to a related study by Rasminingsih et al., (2021) social support can lessen the detrimental effects of workload on burnout and work-related stress. Therefore, the negative effects of workload on well-being tend to be lessened when workers feel instrumentally and emotionally supported. The following theory is put out in light of these findings:

H3: Social support is hypothesized to mitigate the negative impact of workload on employee well-being.

The Effect of Social Support as a Moderator in the Relationship between Distributive Justice and Employee Well-Being

Well-being can be enhanced by equitable compensation distribution, but this effect may be amplified if a favorable social environment is present. According to Nahum-Shani et al., (2011) social support can act as social capital, enhancing workers' favorable opinions of organizational fairness. Employees will feel more appreciated, motivated, and psychologically better when they are treated fairly and get assistance from their workplace. Additionally, Wang et al. (2022) verified that social support and organizational justice work in concert to significantly enhance employee well-being. As a result, social support increases the advantages of the justice system the company has put in place while simultaneously lowering work-related stress. The following hypothesis has been put forth in light of these findings:

H4: The impact of distributive justice on worker well-being is thought to be moderated by social support.

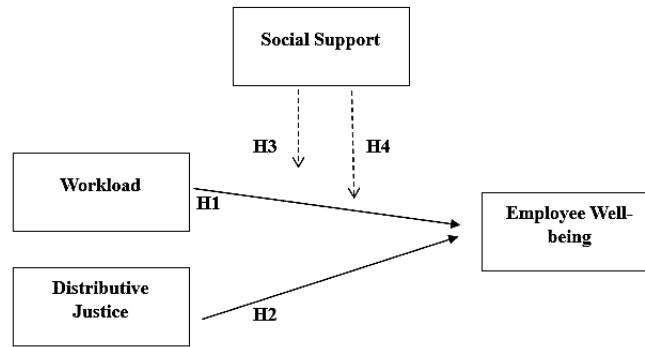


Figure 1
Conceptual Framework

RESEARCH METHOD

This study combined a descriptive and explanatory strategy with a quantitative methodology. In order to determine and examine how social factors including workload, distributive justice, social support, and employee well-being affect employee work behavior in a medical facility setting, this design was selected. Health professionals and support personnel, such as general practitioners, nurses, midwives, and administrative staff, made up the study's population. Purposive sampling, which is the intentional selection of respondents based on the researcher's evaluation of traits pertinent to the research aims, was the sampling strategy employed. Because not every member of the population had enough engagement or expertise to offer pertinent information, this strategy was employed. The following were the requirements for inclusion: (1) being a current employee of the medical facility, (2) having worked there for at least six months, and (3) being willing to participate willingly. Other than failing to meet the admission standards, there were no particular disqualification criteria. It was determined that the purposive sample approach was most suited for gathering comprehensive and representative data from professional groups with a range of social responsibilities and workloads.

Using questionnaires that were delivered both in-person and online based on respondents' access and time availability, data collection took place over the course of two weeks. Even though the data collecting period was brief, regular response rate monitoring was done to make sure there was enough data for statistical analysis. Instruments for gathering data were created using previously validated indicators of each research variable. Each variable was measured using a Likert scale of 1-5. Social support includes perceptions of instrumental and emotional support from superiors and coworkers, psychological well-being reflects emotional conditions, job satisfaction, and employee-personal life balance, and workload is measured based on respondents' perceptions of job demands. Distributive justice is measured by respondents' perceptions of fairness in the distribution of workload and incentives. To determine the degree to which the relationship between factors influences employee work behavior, the collected data was evaluated using descriptive and inferential statistical techniques, such as multiple linear regression tests and correlation. The Partial Least Squares (PLS) version 4.0 tool is utilized in conjunction with the Structural Equation Modeling (SEM) method to examine the relationship model between variables in a more thorough manner.

RESULTS AND DISCUSSION

Results of Respondent Characteristics

Key demographic factors like tenure, age, gender, and educational background are included in the 178 respondents' demographic distribution. An interpretive examination of the data is necessary to comprehend how these demographic factors may have affected the study's findings, even if the statistical presentation gives a general summary of the participants' characteristics.

The majority of responders, 69.1%, were female, which is indicative of the predominance of women in the healthcare industry, especially in occupations like nursing and administrative support. This fact is significant because women who work in caregiving typically balance job and home duties, which may lead to a greater feeling of workload. Women may also be more impacted by the presence or lack of support from superiors and coworkers since, according to the literature, they are more sensitive to social support variables. The bulk of workers are young, as evidenced by the fact that 38.2% of them were under 25. It should be highlighted, though, that respondents over 46 are included in the "Other" category on age (1.7%), and they might potentially have different perspectives on the types of social support that are required and the pressures of the workplace. Although this group might have more complex wellbeing demands, particularly in relation to physical responsibilities and organizational expectations, they may also be more emotionally secure.

Most participants were relatively fresh to the workforce, as seen by the fact that 39.9% of respondents had fewer than five years of experience. Short-tenured employees are more likely to struggle with workload adaptation and lack a strong social network, which may reduce the effectiveness of social support as a stress-reduction mechanism. Employees who have worked for more than 15 years, on the other hand, fall under the "Other" category for tenure (12.9%). These individuals typically have a wealth of knowledge, are closer to their coworkers, and may view job distribution differently than more junior employees. The majority of responders (52.2%) had a bachelor's degree (S1) in education.

Table 1
Respondents' Profile

Category	Choice Of Response	F	Percentage
Gender	Male	55	30,9
	Female	123	69,1
Age	≤ 25 Year	68	38,2
	26-35 Year	59	33,1
	36-45 Year	38	21,3
	> 46 Year	10	5,6
	Other	3	1,7
Working period	≤ 5 Year	71	39,9
	6-10 Year	46	25,8
	11-15 Year	17	9,6
	>15 Year	21	11,8
	Other	23	12,9
Education	SMA/SMK	17	9,6

Diploma	53	29,8
S-1	91	52,2
S-2	10	5,6
Other	7	3,9

Source: Individual processing data, 2025

Evaluation of The Measurement Model (Outer Model)

The evaluation of the measurement model, which includes assessing reliability, discriminant validity, and convergent validity using Cronbach's alpha values and composite reliability (CR), heavily relies on the outer model. To determine how well the model's indicators capture the construct being measured, this assessment is crucial. According to the analysis's findings, the outer loading value falls between 0.834 and 0.897, which is far higher than the 0.500 minimum criterion that Hair et al. (2018) prescribe. This suggests that each indicator significantly contributes to its corresponding construct.

The Average Variance Extracted (AVE) value also falls between 0.730 to 0.779, indicating high convergent validity as it has exceeded the 0.50 minimal criterion (Henseler et al., 2020). Very high internal reliability is indicated by a composite reliability (CR) number that falls between 0.942 and 0.964. These numbers show that the construct's indicators measure the relevant variable with strong internal consistency. Overall, the findings of the outer model evaluation demonstrate that every indicator satisfies the reliability and validity requirements and falls within the ranges established in the literature.

Table 2
Construct Validity

Variable	Indicator	Outer Loading	Composite Reliability	AVE
Workload	W 1	0.866	0.951	0.764
	W 2	0.846		
	W 3	0.890		
	W 4	0.867		
	W 5	0.894		
	W 6	0.880		
Distributive Justice	DJ 1	0.874	0.943	0.767
	DJ 2	0.864		
	DJ 3	0.896		
	DJ 4	0.880		
	DJ 5	0.867		
Employee Welfare	EW 1	0.765	0.945	0.634
	EW 2	0.838		
	EW 3	0.766		
	EW 4	0.806		
	EW 5	0.833		
	EW 6	0.844		
	EW 7	0.769		
	EW 8	0.790		
	EW 9	0.749		
	EW 10	0.797		

	SS 1	0.861		
	SS 2	0.848		
	SS 3	0.855		
Social Support	SS 4	0.865	0.950	0.733
	SS 5	0.848		
	SS 6	0.849		
	SS 7	0.865		

Source: SmartPLS Version 4 application data processing result, 2025

Inner Model Testing

The R square test is used to ascertain the variety in changes in independent constructs on the dependent construct. According to Har et al. (2019), an effect is deemed mild if its R square value falls between 0.49 and 0.25, moderate if it falls between 0.50 and 0.74, and strong if it exceeds 0.75.

Table 3
R-Square

Variable	R Square	R Square Adjusted
Employee Welfare (Y)	0.760	0.754

Source: SmartPLS 4 application data processing result, 2025

Hypothesis Testing

The association between the research variables can be ascertained by using hypothesis testing to observe the p-value and t-statistics. The effect is deemed significant if the p-value is less than 0.05 and the t-statistic value is larger than 1.96 (Sholihin & Ratmono, 2021). The outcomes of this study's hypothesis testing, both directly and indirectly, using the inner model are listed below.

Table 4
Direct Hypothesis Testing

Direction	Original Sample (O)	Sample Mean	Standard deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
Workload -> Employee Welfare	-0.276	-0.276	0.055	5.020	0.000	Significant
Distributive Justice -> Employee Welfare	0.358	0.358	0.059	6.043	0.000	Significant

Source: SmartPLS 4 application processing data, 2025

Table 5
Indirect Hypothesis Testing

Direction	Original Sample (O)	Sample Mean	Standard deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
Workload -> Social Support ->	0.495	0.495	0.049	10.136	0.000	Significant

Employee Welfare						
Distributive Justice-> Social Support -> Employee Welfare	0.509	0.512	0.444	11.532	0.000	Significant

Source: SmartPLS 4 application data processing result, 2025

All examined paths had p-values below the 0.05 significance level, indicating good statistical validity in the inner model and hypothesis testing. Beyond statistical significance, though, it is essential to understand the actual implications of these coefficients in order to better inform managerial and HR policy decisions, especially in high-stress settings like Indonesian hospitals.

Workload had a negative and statistically significant direct effect on employee well-being ($\beta = -0.276$, $T = 5.020$, $p = 0.000$), indicating that higher work demands are continuously linked to worse employee perceptions of their well-being. The coefficient magnitude (-0.276) suggests a moderate but significant negative link, despite the fact that this may seem obvious. Practically speaking, this means that employee well-being is predicted to decrease by 0.276 standard units for every unit increase in perceived workload, highlighting the necessity of workload management techniques in medical settings where burnout is a constant risk. Conversely, distributive justice had a favorable impact on well-being ($\beta = 0.358$, $T = 6.043$, $p = 0.000$), demonstrating that employees' psychological happiness is much increased by fair compensation beliefs. This coefficient is noticeably bigger than the workload effect, suggesting that incentive systems that are fair may have a greater influence on well-being than just lowering workload.

Both social support pathways produced extremely significant results when looking at the indirect impacts. Although workload is harmful in and of itself, the indirect path from workload to social support to well-being revealed a coefficient of 0.495 ($T = 10.136$, $p = 0.000$), which may seem surprising at first. High amounts of perceived social support (from peers, supervisors, or institutional structures) might be seen as a buffering mechanism that counteracts the detrimental effects of workload. This emphasizes how important it is to create a friendly workplace culture as a psychological resource. Distributive justice also had a high indirect impact on well-being through social support, as evidenced by a coefficient of 0.509 ($T = 11.532$, $p = 0.000$). This figure demonstrates that equitable pay has a beneficial effect through enhanced social support in addition to having a direct influence on employee welfare.

The Effect of Workload on Employee Well-Being

The findings of this study confirm that workload has a significant negative impact on employee well-being, particularly in high-pressure environments such as the healthcare sector. An excessive workload not only increases work-related stress but also contributes to long-term impairments in both mental and physical health. This result aligns with Repetti's (1993) research, which emphasizes the chronic health consequences of prolonged occupational stress.

The Effect of Distributive Justice on Employee Well-Being

This study demonstrates that employee welfare is positively and significantly impacted by distributive justice. Workers who believe that resources like pay, perks, and

incentives are distributed equitably are more likely to be happy. Employee loyalty, satisfaction, and trust in the company can all rise when they believe that the distribution is fair. This result is consistent with Adams' (1965) Equity Theory, which holds that people would feel content and driven if they believe the benefits they receive are commensurate with their contributions. Greenberg (2004) observed that perceptions of unfairness are associated with worse psychological well-being, which explains how unfairness in the distribution of work outcomes can cause discontent and raise workplace stress.

The Effect of Social Support as a Moderator of the Effect of Workload on Employee Well-Being

The study's findings demonstrate that social support significantly and favorably affects worker well-being and serves as a moderating factor to lessen the detrimental effects of workload on well-being. Workers who perceive that their environment, including superiors, family, and coworkers, provides them with both practical and emotional support are more likely to be happy, particularly when they are dealing with demanding work schedules. This result is in line with Moeller and Catalano (2015), who claim that social support from superiors or coworkers can boost employees' emotional resilience in the face of work pressure, boost self-confidence, and give them a sense of security. High workloads are frequently the primary source of job stress that negatively impacts psychological and physical well-being in demanding work environments like hospitals. Nonetheless, social support functions as a buffer to lessen these adverse effects.

The Effect of Social Support as a Moderator in the Effect of Distributive Justice and Employee Well-Being

The study's findings show that the impact of distributive justice on worker well-being is positively and considerably moderated by social support. Increasing employee well-being is directly impacted by equitable resource and reward allocation. However, this beneficial effect is amplified when workers perceive sufficient social support from superiors and colleagues. According to research by Nahum-Shani et al. (2011), social support can serve as a type of social capital that enhances workers' favorable opinions of organizational justice. This finding is consistent with their findings. Employees will feel more appreciated, driven, and in better psychological health in a fair and encouraging work environment. As a result, social support and distributive justice work together to shape workers' overall well-being.

CONCLUSION

This study demonstrates that workload, views of distributive justice, and the availability of social support all have a substantial impact on staff well-being in private hospitals. While social support can mitigate these effects and amplify favorable outcomes, excessive workloads and feelings of unequal pay have a negative impact on well-being. These results highlight how crucial it is to incorporate psychological considerations into HRM plans in hospital environments.

The report offers a number of practical recommendations for HR professionals. First, putting in place mentorship or structured peer-support programs could improve how employees especially new hires or those working in high-stress departments perceive social assistance. Second, policies regarding task distribution should be examined to make sure they are in line with staff capabilities and job demands, avoiding overburdening particular roles. Third, to promote a greater feeling of distributive fairness, open communication about pay plans and recognized standards ought to be given top priority.

The current study has limitations even if it offers insightful information. The amount of knowledge on employee perspectives may be limited by the exclusive use of quantitative self-reported data. Future studies could examine the subjective experiences underlying perceived fairness and support using qualitative methods like focus groups and interviews. It would also be possible to evaluate the findings' wider relevance and see whether contextual variations have an impact on the dynamics shown by extending the study to other industries, such as public hospitals or non-healthcare enterprises.

REFERENCES

- Adriaenssens, J., De Gucht, V., & Maes, S. (2015). Causes and consequences of occupational stress in emergency nurses: A longitudinal study. *Journal of Nursing Management*, 23(3), 346–358.
- Alamir, I., Ayoubi, R. M., Massoud, H., & Al Hallak, L. (2019). Transformational leadership, organizational justice and organizational outcomes: A study from the higher education sector in Syria. *Leadership & Organization Development Journal*, 40(7), 749–763. <https://doi.org/10.1108/LODJ-01-2019-0033>
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: The JDR approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 389–411. <https://doi.org/10.1146/annurev-orgpsych-031413-091235>
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425–445. <https://doi.org/10.1037/0021-9010.86.3.425>
- De Fátima Nery, V., Neiva, E. R., & Mendonça, H. (2016). The changing context and the organizational justice impact on the employee well-being. *Paideia*, 26(65), 317–324. <https://doi.org/10.1590/1982-43272665201609>
- Gunduz, M., & Örnekl, D. D. Y. (2020). Pengaruh keadilan organisasi terhadap kesejahteraan karyawan.
- Hamzah, W. (2019). Pengaruh beban kerja dan dukungan sosial terhadap kelelahan kerja. *Jurnal Ilmiah*, 7(2), 336–343.
- Hejase, H. J., El Dirani, A., Haidar, Z., Alawieh, L., Ahmad, Z. A., & Sfeir, N. (2024). The impact of employee well-being on organizational effectiveness: Context of Lebanon. *International Journal of Human Resource Studies*, 14(2), 15. <https://doi.org/10.5296/ijhrs.v14i2.22142>
- Meliani, A., Heriyadi, H., Rosnani, T., & Saputra, P. (2024). Workload on SOEs employee performance: Mediating effects of work stress and burnout. *Journal of Management and Digital Business*, 4(3), 697–712. <https://doi.org/10.53088/jmdb.v4i3.1322>
- Nahum-Shani, I., & Bamberger, P. A. (2011). Explaining the variable effects of social support on work-based stressor-strain relations: The role of perceived pattern of support exchange. *Organizational Behavior and Human Decision Processes*, 114(1), 49–63. <https://doi.org/10.1016/j.obhdp.2010.09.002>
- Nahum-Shani, I., Bamberger, P. A., & Bacharach, S. B. (2011). Social support and employee well-being: The conditioning effect of perceived patterns of supportive exchange. *Journal of Health and Social Behavior*, 52(1), 123–139. <https://doi.org/10.1177/0022146510395024>

- Putri, E. A., Dewi, I., Ibrahim, K., & Pratama, A. A. (2024). Work family conflict dan beban kerja terhadap stres kerja dimoderasi dukungan sosial pada Bank NTB Syariah. *Jurnal Motivasi*. <http://jurnal.um-palembang.ac.id/motivasi>
- Rafsanjani Nurdiana, S. M. (2023). Pengaruh beban kerja dan kemampuan kerja terhadap kinerja karyawan perpanjangan program keluarga berencana dengan kesejahteraan karyawan sebagai variabel intervening di Kabupaten Lamongan.
- Rasminingsih, N. K. N., Wibawa, I. W. S., & Fahrianto, R. I. (2021). Pengaruh beban kerja dan work family conflict terhadap kinerja karyawan yang dimoderasi dukungan sosial. *E-Jurnal Manajemen Universitas Udayana*, 10(12), 1388. <https://doi.org/10.24843/ejmunud.2021.v10.i12.p07>
- Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual Review of Psychology*, 52(1), 141–166.
- Wahyuni, D. P., Pratami, A. F., Permanik, E. D., Siddiq, D. M., Syahroni, B., & Setapa, M. (2024). The role of CEO altruism in moderating the relationship of workload and work-related fatigue with employee retention in furniture manufacturing small and medium enterprises. *International Journal of Business, Economics and Sustainable Development*, 5(3), 328–338. <https://journal.rescollacomm.com/index.php/ijbesd/index>
- Wilson, M. G., DeJoy, D. M., Vandenberg, R. J., Richardson, H. A., & McGrath, A. L. (2010). Work characteristics and employee health and well-being: Test of a model of healthy work organization. *Journal of Occupational and Organizational Psychology*, 83(3), 565–585. <https://doi.org/10.1348/096317909X470690>